

Boldly Progressive, Fiscally Balanced:
A Community Benefits Policy Framework for Ontario

Community Benefits Ontario

March 2017

Who We Are

This Community Benefits Framework for Ontario was developed collaboratively through participants in the Community Benefits Ontario network, a broad network of Ontario nonprofits, foundations, labour groups, community organizations, municipal representatives and social enterprise leaders. This brief is brought forward by the following:

Colette Murphy, Executive Director, Atkinson Foundation
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Marc Arseneault, Stakeholder Relations, Ironworkers District Council of Ontario
Mustafa Abdi, Community Organizer, Communities Organizing for Responsible Development, Labour Community Services
Elizabeth McIsaac, President, Maytree
Sandy Houston, President and CEO, Metcalf Foundation
Cathy Taylor, Executive Director, Ontario Nonprofit Network
John Cartwright, President, Toronto & York Region Labour Council
Rosemarie Powell, Executive Director, Toronto Community Benefits Network
Anne Jamieson, Senior Manager, Toronto Enterprise Fund
Anita Stellinga, Interim CEO, United Way of Peel Region
Lorraine Goddard, CEO, United Way/Centraide Windsor-Essex County
Daniele Zanotti, President and CEO, United Way Toronto & York Region

“Infrastructure projects such as the Eglinton Crosstown LRT can create benefits for communities that go beyond simply building the infrastructure needed. Through this agreement, people facing employment challenges will have the opportunity to acquire new skills and get good jobs in construction. We’re building more than transit. We’re building partnerships and pathways that are creating more opportunities for people to thrive in the economy.”

- Premier Kathleen Wynne
December 7, 2016 ¹



Premier Wynne greets contractors and construction workers at the ground breaking of the first Eglinton Crosstown station. ²

¹ Office of the Premier. News Release: Ontario Helping People Facing Employment Barriers Get Construction Jobs - Community Benefits Declaration to Provide Apprenticeships on Eglinton Crosstown LRT Project.

<https://news.ontario.ca/opo/en/2016/12/ontario-helping-people-facing-employment-barriers-get-construction-jobs>

² Image credit: Government of Ontario. Source:

<https://news.ontario.ca/opo/en/2016/03/ontario-breaks-ground-on-first-eglinton-crosstown-lrt-station.html>

The Opportunity

The Government of Ontario has made a historic commitment to stimulate provincial economic growth through an ambitious 12-year, \$160 billion infrastructure plan. These investments can be leveraged, to maximize economic and social returns for Ontarians through “community benefits approaches”. Internationally proven, community benefits public policy strategies improve the well-being of communities, especially low-income and historically marginalized ones affected by infrastructure projects.³

It was encouraging to witness a “community benefits” principle enshrined in Ontario’s *Infrastructure for Jobs and Prosperity Act, 2015*. As the Act reads:

Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities (including for apprentices, within the meaning of section 9), improvement of public space within the community, and any specific benefits identified by the community.⁴

The Government of Ontario can advance and amplify this principle into a broader, cross-government policy framework that enables public infrastructure investments to achieve enhanced returns. With the government well into the second half of its mandate, making community benefits a critical part of its next Long-Term Infrastructure Plan would support making the Ontario economy work for all and provide a transformative tool in the *Building Ontario Up* agenda.

A provincial community benefits policy framework can take advantage not only of Ontario’s infrastructure investments, but also related provincial and federal initiatives on infrastructure and social procurement. At the federal level, the recent announcement of the \$186 billion Long-Term Infrastructure Plan offers the opportunity for Ontario to propose joint policies on projects to include a community benefit lens. The province’s recently announced five-year Social Enterprise Strategy is another policy opportunity to advance community benefits as part of a social procurement plan. This would also align with the proposed update to the Public Service Procurement Directive to incorporate social, economic, and environmental considerations into its definition of “value for money.”⁵

More broadly, a community benefits policy framework can support the following policy priorities:

- ✓ Building a skilled workforce through job creation and training for diverse populations
- ✓ Reducing poverty and improving the social and economic viability of vulnerable and historically disadvantaged communities
- ✓ Connecting Ontarians, especially youth and newcomers, with promising careers
- ✓ Increasing the stock of affordable housing
- ✓ Creating a strong social enterprise market and supporting small and medium-sized enterprises (SMEs)
- ✓ Reducing greenhouse gas emissions
- ✓ Building popular support for Ontario’s large-scale infrastructure investment
- ✓ Increasing citizen/resident engagement

A critical first step to move this ambition forward is for the government to identify the appropriate internal machinery it will use to develop a community benefits policy framework for Ontario. This must include “fit-for purpose” mechanisms to drive the horizontal policy development process (e.g. Long-Term Infrastructure Plan).

³ “Community benefit agreements” and “community benefit clauses” in procurement are examples of “community benefits approaches,” which this paper uses as a more generic term to encompass a variety of strategies.

⁴ Government of Ontario. *Infrastructure for Jobs and Prosperity Act*, section 3.13. 2015.

⁵ http://www.ontla.on.ca/web/bills/bills_detail.do?locale=en&BillID=2998&isCurrent=false&ParlSessionID=41%3A1

Treasury Board Secretariat. Draft Public Service Procurement Directive.

<https://www.ontario.ca/page/ontario-public-service-procurement-directive#section-3>

What are Community Benefits—and Community Benefit Agreements?

Community benefit clauses are terms included in a public tender that require bidders to provide certain benefits to the local community as part of a larger project at the planning, pre-construction, and operational phases (where applicable). They can include requirements to engage community members in a dialogue about how residents can benefit from large infrastructure investments in their neighbourhoods and towns—and an avenue for seeing these benefits realized.

A **community benefit agreement** is a legally binding and enforceable contract that sets forth specific community benefits for an infrastructure or development project, which benefits have been defined through an inclusive community engagement process. The parties to these agreements are typically private developers and community and labour groups and coalitions, although there have been cases where a municipality, as a project owner, has also been a party.

Community benefit approaches are not new. Governments in the USA and the UK have successfully implemented these frameworks to the benefit of their communities. There is a growing evidence base on which to build a successful, made-in-Ontario policy.

Benefits are generally identified in partnership with communities and commonly include:

- **Workforce development initiatives:** creating access to quality jobs, training and apprenticeship opportunities, particularly for residents of historically disadvantaged communities and members of employment equity-seeking groups
- **Local economic development initiatives:** creating opportunities for social enterprises and other small and medium-sized enterprises (SMEs)
- **Community initiatives:** leveraging local availability of affordable housing, providing other needed community amenities, such as social and recreational facilities, and building community capacity
- **Environmental initiatives:** increasing green space, protecting and enhancing natural environments and the public realm, reducing carbon production, and addressing environmental contaminants

Why is a Community Benefits Policy a Good Idea for Ontario?

A community benefits policy provides a broad framework that aims to take advantage of the opportunity that comes with every infrastructure project to leverage spending for further benefit to communities, creating ripple effects with our public dollars. The biggest opportunities come with infrastructure investments because transit and highway projects, cultural attractions, hospitals, housing developments, and other capital projects can create high-quality jobs, training opportunities, community amenities, social enterprise opportunities, and environmental benefits.

A community benefits policy framework is not about spending more money. It is about the smartest use of planned investments so as to extract the greatest possible benefits from them for communities across Ontario. A community benefits policy framework is about rethinking “best value” in procurement so that our public dollars can support multiple policy objectives at the same time. In an era of restraint, the Government of Ontario has the opportunity to use new policy levers to achieve boldly progressive social, economic and environmental outcomes while it invests in much-needed infrastructure across the province.

Growing Success with Community Benefits

An ambitious step on Ontario's path to a community benefits policy framework has been undertaken by Metrolinx, Ontario's regional transit agency. In April 2014, Metrolinx negotiated a Community Benefits Framework with the Toronto Community Benefits Network for the Eglinton Crosstown LRT project. It outlines the roles and responsibilities of four partners in implementing targeted workforce and economic development goals: Metrolinx; the Ministry of Advanced Education and Skills Development; the builder (Crosslinx Transit Solutions); and the Toronto Community Benefits Network, representing the community-labour partnership. In December 2016, the Province finalized this agreement to support people from historically disadvantaged communities and equity-seeking groups along the Crosstown route. Ontario and its partners set a goal that 10 percent of all trade and craft working hours needed for the project will be performed by apprentices and journeypersons who are historically disadvantaged in the job market.⁶

Beyond Ontario, there is considerable documentation of the positive impact generated by the successful application of community benefits approaches, notably in the USA and the UK. Experience in other jurisdictions also demonstrates that community benefit approaches are entirely compatible with international trade agreements as long as they do not preclude foreign companies from bidding on contracts. Bidders are simply scored on the basis of their experience working in the local context with community stakeholders; Infrastructure Ontario, for instance, incorporates a local knowledge component.

Examples of success with community benefits from other jurisdictions:

- The **Vancouver** Olympic Village where a community benefit agreement was signed between Millennium Developments, a community agency, and the City, led to 120 jobs for targeted inner-city residents and \$42 million in procurement to inner-city businesses, surpassing targets.⁷
- In **Toronto**, the revitalization of Regent Park transformed a low-income housing development into a mixed-use community with affordable and market-rate housing, commercial spaces, community facilities, a cultural centre, and parks. While the project is still not complete, the facilities are well used, the bulk of residents are now in new housing and the market condominiums are selling well. Because the developer made local hiring part of their lease agreement with retail tenants (requiring that 10 percent of their full-time employees be locally hired), 964 jobs were created with many residents now working at the establishments that opened in the community.⁸
- A report by the University of Glasgow reviewed 24 contracts with community benefit clauses in **Scotland** that showed a strong impact on members of priority populations:
 - Over 6700 individuals from priority groups received training and just over 1000 individuals from priority groups were recruited as a result of the contracts.
 - Targets around job opportunities, apprenticeships, work placements and training for priority groups were exceeded.
 - Employment sustainability for the priority groups recruited through community benefits clauses is 75 percent (many contracts are still ongoing).⁹

⁶ Metrolinx. *Eglinton Crosstown Light Rail Transit Project. Declaration re. Apprentices on the Eglinton Crosstown LRT Project*. Signed November 8, 2016. http://www.thecrosstown.ca/sites/default/files/crosstown_apprenticeship_declaration_signed.pdf

⁷ Dina Graser, *Community Benefits and Tower Renewal*. 15.

⁸ Dina Graser, *Community Benefits and Tower Renewal*. 14-15.

⁹ Sutherland, V., McTier, A., Glass, A. & McGregor, A. *Analysis of the Impact and Value of Community Benefit Clauses in Procurement: Final Report*. Training & Employment Research Unit, University of Glasgow. June 2015. Quoted in Dina Graser, *Community Benefits and Tower Renewal*. 12-13.

- In **Wales**, the first national Community Benefits Guidance, developed in 2010, helped 562 disadvantaged people find employment, receiving over 15,460 weeks of training. The Welsh government has since refined and built upon this policy to expand its potential.¹⁰
- The City of **Oakland, California**, developed a community benefit agreement with the East Bay Alliance for a Sustainable Economy for the redevelopment of the decommissioned Oakland Army Base. The results have been significant: 49.8 percent of the workers on the project are local, and one-quarter of those hours are going to disadvantaged workers. The jobs centre is busy and has a high placement rate.¹¹ The associated Good Jobs Policy will lead to the creation of 3,000 living wage jobs. It will include protections for temporary workers and make it easier for the formerly incarcerated to find work.¹²

For further reading on established community benefits approaches and the lessons they hold for the Ontario context, please see the Mowat Centre's and Atkinson Foundation's research series, "The Prosperous Province: Strategies for Building Community Wealth" and other resources listed in Appendix 2.

The federal Minister of Infrastructure and Communities and other federal officials have also expressed interest in a recent private member's bill on community benefits (C-227), sponsored by Ahmed Hussen, the MP for York-South Weston. While Mr. Hussen has had to withdraw the bill as a result of his recent appointment to Cabinet, he remains a strong advocate for community benefits. Given the significant infrastructure commitment announced in the most recent federal budget and the interest in the former Bill C-227, the opportunity to develop community benefit policies and practices at both orders of government represents a big step forward and would maximize the return on investments in Ontario.

Critical Elements for Effective Community Benefits

The Atkinson Foundation's recent *Making Community Benefits a Reality in Ontario* report highlights three critical elements necessary for community benefits to work. These elements focus on developing:

1. **Effective policy** that includes mandatory language, early setting of targets to ensure expectations and costs are clear to all parties, accountability measures, and applicability across government to create substantive benefits on a consistent basis.
2. **Effective pathways** that provide access to career opportunities for people who need them, and ensure employers have access to a labour pool from which to recruit workers.
3. **Effective leadership** to drive processes inside and outside of government including well-resourced community-labour coalitions responsive to the interests of local residents, and champions inside government

¹⁰ Welsh Government. *Community Benefits: Delivering Maximum Value for the Welsh Pound - Summary of the 2014 Guidance*. 3.

¹¹ Dina Graser, Community Benefits in Policy and Practice: Lessons from the United States and the United Kingdom. Atkinson Foundation. September 2016. 6-7. http://atkinsonfoundation.ca/wp-content/uploads/2016/09/atkinson_cbreport_fa.pdf

¹² Partnership for Working Families. *Paving the Path to Opportunity: How Revive Oakland Innovated a New Model for Inclusive Economic Development*. 1.

Policy Direction for Ontario Ministries and Agencies

The following is a proposed policy statement to guide the implementation of a cross-government community benefits policy framework.

To achieve its broader economic, social and environmental policy objectives, the Ontario Government commits to the goal of developing a comprehensive community benefits approach to infrastructure investment in general, and in particular in its next Long-Term Infrastructure Plan. The purpose is to promote the use of community benefit mechanisms that create tangible economic, social, and environmental benefits for communities, especially historically disadvantaged groups, including but not limited to jobs, training, and apprenticeships; procurement from social enterprises and/or small and medium-sized businesses; community infrastructure; and other benefits as identified via citizen/resident engagement.

It is recommended that the Ontario Government's approach be centrally coordinated across ministries and agencies, apply to all infrastructure procurement over a certain threshold (the City of Toronto uses \$5 million, for example), and be intentionally sustainable, transparent, measurable, and accessible to all relevant stakeholders. It is furthermore proposed that the Ontario Government promote the use of community benefit mechanisms in its shared investments with other levels of government.

Based on the experience of jurisdictions that have successfully launched community benefits, it is possible to identify key policy principles that should be incorporated into a made-in-Ontario community benefits policy framework:

- ✓ Establish a central locus within government to coordinate activities
- ✓ Emphasize collaboration across government and with all stakeholders, including labour, non-profits, grassroots resident groups, workforce development, and industry employers
- ✓ Ensure hard targets for community benefits that are negotiated with local communities
- ✓ Develop robust monitoring, accountability, and evaluation mechanisms

For the Ontario Government to implement a cross-government approach to community benefits, there will need to be a horizontal coordination role to bring together ministries whose policy objectives (such as poverty reduction, health promotion, and greenhouse gas emission reduction) require action across a broad range of portfolios. To that end, it will be critical for a central agency such as the Treasury Board Secretariat or the Cabinet Office to play a policy coordination and leadership role across government.

The Ministry of Infrastructure and Infrastructure Ontario would likely lead in implementing a community benefits policy framework. While Infrastructure Ontario is responsible for infrastructure procurement, the Ministry of Infrastructure would likely lead on policy in collaboration with other ministries, such as Advanced Education and Skills Development and Transportation, and other key stakeholders such as Local Health Integration Networks and school boards.

Other ministries whose policy objectives are included under "The Opportunity" (above) should be involved in both policy development and monitoring outcomes.

Costs and Impacts

The overall social/economic benefits of generating wealth in communities in terms of jobs, training, and poverty reduction can be significant, especially given that community benefit clauses generally contain targets for training and hiring persons with barriers to employment (those whose life-long social program costs can be the highest). And yet the incremental costs involved in community benefit arrangements are generally modest¹³ and predominantly borne by the contractors whose bids are made more attractive by the commitment to work with residents and responsible government bodies on community benefit proposals and initiatives.

For government, incremental costs often involve initial support of community animation processes through organizations and intermediaries with a mandate to engage residents, vulnerable workers and other local stakeholders to identify community benefit opportunities. These organizations may, in turn, play a facilitating role in planning, implementing and monitoring agreements. Depending on the project, governments may also need to make targeted investments in labour market training to assist community residents facing employment challenges acquire new skills for these jobs. Governments will also need to develop policy guidelines and direction, adapt bid assessment criteria, produce tools to measure success, and provide training for employees.

While there may be concerns at first about how best to integrate community benefits into complex procurement processes, Ontario can take advantage of international best practices to ensure success. For instance, the Atkinson Foundation's review of jurisdictions with successful track records on community benefits provides an analysis of good practices for government to consider. Changing public procurement practices will take a concerted effort but there is ample evidence from other jurisdictions to show that success can be achieved through internal leadership accompanied by a critical mass of organizations working together.¹⁴

With governments planning to invest billions in infrastructure projects over the next decade, these investments hold the potential to maximize economic and social returns for Ontarians, especially vulnerable communities, while repairing and building public infrastructure.

In addition, several industry and trade groups have also expressed support and see the potential of community benefit agreements to improve community relations and reflect well on their own industry. The Toronto & York Region Labour Council was a founding partner in the Toronto Community Benefits Network. The Building and Construction Trade Council of Ontario recently passed a resolution at their annual convention that includes "support for mandatory community benefits, diversity, and apprenticeship training" in procurement.¹⁵

¹³ An analysis of eight (private sector) community benefit agreements shows that the incremental costs of CBAs range from 0.5 to 2.5 percent of overall project cost for the contractor. (Dina Graser, Community Benefits and Tower Renewal. 4. https://www.evergreen.ca/downloads/pdfs/HousingActionLab/TowerRenewal_Report_FINAL.pdf). Note that research is ongoing to determine the cost to governments of community benefit clauses in social procurement (public sector). In many cases, these costs are not tracked separately. The City of Toronto, to provide one example, has added one full-time equivalent, shared between procurement and social planning, to help administer community benefits. The cost of the social procurement coordinator is being funded through existing resources. See <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.MM17.13>.

¹⁴ Dina Graser. Community Benefits in Practice and in Policy: Lessons from the United Kingdom and the United States. 20-21. http://atkinsonfoundation.ca/wp-content/uploads/2016/09/atkinson_cbreport_fa.pdf

¹⁵ Hamilton-Brantford Building & Construction Trades Council. "Resolution #9." Adopted by Canada's Building Trades Unions (CBTU) in October 2016.

Next Steps

As a concrete next step, government must identify the appropriate internal machinery it will use to develop a community benefits policy framework for Ontario. This must include “fit-for purpose” mechanisms to drive the horizontal policy development process. Potential mechanisms/initiatives may include the Long-Term Infrastructure Plan, through Treasury Board and/or a dedicated stand-alone one. The machinery identified must have the authority to define the scope, priorities and roles and responsibilities associated with a government-wide framework and the mechanisms required to implement it.

A more limited in scope, but immediate opportunity to advance community benefits in Ontario comes with the forthcoming introduction of regulations under the *Infrastructure for Jobs and Prosperity Act*. Leaders from the non-profit, philanthropic, trades, and social enterprise sectors, many of whom made presentations to the Parliamentary Committee on the Act last June, look forward to engaging with senior government officials on regulations as well as on the development of a cross-government community benefits policy framework.

A Final Word

There is a broad array of building trades, non-profits, residents’ groups, employers, contractors, and funders ready to support the Ontario Government in implementing a cross-government community benefits framework. Communities across Ontario, large and small, urban and rural, would stand to benefit from a framework that would ensure our public dollars are invested in a way that supports workforce development and career pathways for marginalized workers, vibrant social enterprises and small businesses, strong communities, and a healthy environment. With such an ambitious infrastructure build underway this decade, it is truly an opportunity of a lifetime—let us seize the moment and make those billions really work for the communities that need them.

Appendices

Appendix 1: Infrastructure opportunities from Ontario Budget 2016

The 2016 Ontario Budget highlighted many specific opportunities for community benefits in Ontario:

Transit and highway construction:

- \$100 million per year (rising to \$300 million per year by 2018-19) via the Ontario Community Infrastructure Fund to support small, rural and northern communities in investing in highway projects and health care infrastructure
- \$272 million (matched by the federal government) for the Small Communities Fund
- Unspecified capital funding for roads and bridges in First Nations communities
- \$20 million in 2016-17 (rising to \$30 million annually by 2018-19) for the Connecting Links program that helps municipalities connect to provincial highways
- \$1 billion for transportation infrastructure in the Ring of Fire region
- \$13.5 billion to implement GO Region Express Rail in the Greater Toronto and Hamilton Area
- \$1.4 billion in capital costs for the Hurontario Light Rail Transit (LRT) line in Peel Region and \$1 billion for the Hamilton LRT
- Rapid transit projects in the Toronto-Burlington corridor, Durham, Brampton, Toronto, and Mississauga as well as cost-shared projects in London and Ottawa
- \$550 million for the Northern Highways Program

Tourism, sport and cultural destinations:

- New gaming sites to be developed in Belleville, the Greater Toronto Area, and northern and southwestern Ontario
- \$3.3 million for the reconstruction of the Blyth performing arts facility as a cultural hub in southwestern Ontario

Broader public sector infrastructure:

- Post-secondary education campuses in Markham and Peel/Halton
- \$12 billion over 10 years in capital grants to hospitals for new infrastructure as well as \$50 million annually for the Health Infrastructure Renewal Fund

Urban development and community infrastructure:

- \$92 million in social housing energy retrofit initiatives

Note: This is not a comprehensive list; neither does it take into account anticipated federal infrastructure investments that will likely flow through Ontario municipalities. The list does, however, provide a sense of the scope of investments that could provide opportunities for community benefits in the coming years.

Appendix 2: Additional resources

Ontario

Atkinson Foundation. Making Community Benefits a Reality in Ontario. 2016.

http://atkinsonfoundation.ca/wp-content/uploads/2016/10/atkinson_cbsummary.pdf

Andrew Galley. "Community Benefit Agreements." Mowat Centre and Atkinson Foundation. The Prosperous Province: Strategies for Building Community Wealth research series. 2015.

<http://communitybenefitsagreements.ca>

Mowat Centre and Atkinson Foundation. "Community Benefits and Social Procurement Policies – A Jurisdictional Review 2016." *The Prosperous Province* series. 2016.

<https://mowatcentre.ca/community-benefits-and-social-procurement-policies/>

Toronto Community Benefits Network website. <http://www.communitybenefits.ca>

United Way of Toronto and York Region / Ministry of Training, Colleges and Universities. On Track to Opportunities: Linking Transit Development to Community Employment and Training Project. Ontario Labour Market Partnership (OLMP) final report. 2015.

<http://www.unitedwaytyr.com/file/what-we-do---research-reports-document-upload-part/OLMP-Final-Report.pdf>

Maytree. Community Benefit Agreements: A New Tool to Reduce Poverty and Inequality. 2014.

<http://maytree.com/policy-and-insights/opinion/community-benefit-agreements-new-tool-reduce-poverty-inequality.html>

Dina Graser. Community Benefits and Tower Renewal. Evergreen. May 2016.

https://www.evergreen.ca/downloads/pdfs/HousingActionLab/TowerRenewal_Report_FINAL.pdf

Vancouver

City of Vancouver. "Community Benefits from Development: Improving Neighbourhoods and Enabling Affordable Housing." Undated. <http://vancouver.ca/files/cov/community-benefits-from-development.pdf>

Western Economic Diversification Canada. "Section 5: Performance – Achievement of Expected Outcomes." *Evaluation of Urban Development Agreements: Vancouver*. 2012. <http://www.wd-deo.gc.ca/eng/12535.asp>

International

For an overview, see Dina Graser. Community Benefits in Policy and Practice: Lessons from the United States and the United Kingdom. Atkinson Foundation. September 2016.

http://atkinsonfoundation.ca/wp-content/uploads/2016/09/atkinson_cbreport_fa.pdf

United Kingdom and Northern Ireland

The Community Benefits movement has had great success in Wales. Further information about the Welsh Community Benefits Guidance can be found at this link:

<http://gov.wales/topics/improvingervices/better/vfm/publications/community-benefits-2014/?lang=en>.

The Scottish Procurement Reform Act is an excellent example of a community benefits framework. More information on the Act can be found at this link:

<http://www.gov.scot/Topics/Government/Procurement/policy/ProcurementReform/ProcReformAct>. For a social enterprise perspective, please see Ready for Business (Scotland), Community Benefit Clauses: <http://readyforbusiness.org/programme-offering/community-benefit-clauses/>.

As of April 2016, Northern Ireland's "Buy Social" requirements are to be used in procurement above £2m for construction and above £4m for civil engineering. More information at this link: <http://www.buysocialni.org/>.

California

LAANE (Los Angeles Alliance for a New Economy). Community Benefits.

<http://www.laane.org/what-we-do/policy/community-benefits-policy/> (includes links to several community benefit agreements).

Partnership for Working Families. Policy and Tools: Community Benefit Agreements and Policies.

<http://www.forworkingfamilies.org/resources/policy-tools-community-benefits-agreements-and-policies>

California Partnership for Working Families. Community Benefit Agreements: Making Development Projects Accountable. 2005. <http://www.goodjobsfirst.org/sites/default/files/docs/pdf/cba2005final.pdf>

San Francisco Public Utilities Commission (SFPUC). Community Benefits Policy. 2011.

<http://sfwater.org/modules/showdocument.aspx?documentid=3676>

Appendix 3: City of Toronto social procurement policy

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX14.8>

Appendix 4: Toronto Community Benefits Network Foundation Document

https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/foundation_document_1.pdf



Item

Tracking Status

- [City Council](#) adopted this item on May 3, 2016 without amendments.
- This item was considered by [Executive Committee](#) on April 18, 2016 and was adopted with amendments. It will be considered by City Council on May 3, 2016.

City Council consideration on May 3, 2016

EX14.8	ACTION	Adopted		Ward:All
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City of Toronto Social Procurement Program

City Council Decision

City Council on May 3, 4 and 5, 2016, adopted the following:

1. City Council adopt the City of Toronto Social Procurement Program summarized in Appendix A to the report (April 4, 2016) from the Executive Director, Social Development, Finance and Administration, and the Treasurer, together with the Social Procurement Policy detailed in Appendix B to the report (April 4, 2016) from the Executive Director, Social Development, Finance and Administration, and the Treasurer.
2. City Council direct the City Manager to work with all City division heads to collaboratively implement the City of Toronto Social Procurement Program.
3. City Council request the City Agencies and City Corporations to develop and implement similar programs and policies.
4. City Council direct the City Manager to develop a Social Procurement Communications Plan.
5. City Council request the Executive Director, Social Development, Finance and Administration, and the Treasurer to report back to Executive Committee in May of 2017 with an interim progress report with specific measured achievements to date.
6. City Council request the Executive Director, Social Development, Finance and Administration, and the Treasurer to report back to Executive Committee in 2018 on the progress of the City of Toronto Social Procurement Program, including:
 - a. an analysis of the system-wide costs and benefits of the Program; and
 - b. an analysis of the presence of supplier diversity policies in the City's supply chain, and the implications of requiring bidders and proponents to have a supplier diversity policy in order to do business with the City of Toronto.

Background Information (Committee)

(April 4, 2016) Report and Appendices A to D from the Executive Director, Social Development, Finance and Administration, and the Treasurer on City of Toronto Social Procurement Program

(<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-91818.pdf>)

Communications (Committee)

(April 15, 2016) E-mail from James St. John (EX.Supp.EX14.8.1)

(<http://www.toronto.ca/legdocs/mmis/2016/ex/comm/communicationfile-59900.pdf>)

Motions (City Council)

1 - Motion to Amend Item (Additional) moved by Councillor James Pasternak (Withdrawn)

That:

1. City Council require all bidding organizations and individuals sign the “Declaration of Non-Discrimination” under the City of Toronto's Anti-Discrimination Policy as a condition for securing various contracts with the City of Toronto.
2. City Council request the Executive Director, Social Development, Finance and Administration, and the Deputy City Manager and Chief Financial Officer to consider and report back on the following:
 - a. the feasibility of considering bidders' records of corporate philanthropy and the diversity of boards of directors in the procurement decision making process; and
 - b. the issue of precluding firms and organizations participating in and supporting the Boycott, Divestment and Sanctions effort against the State of Israel and other nations, or holding other discriminatory views, from bidding on City of Toronto contracts.

Motion to Withdraw a Motion moved by Councillor James Pasternak (Carried)

That Councillor Pasternak be permitted to withdraw his motion 1.

Vote (Withdraw a Motion)

May-04-2016 5:21 PM

Result: Carried	Majority Required - EX14.8 - Pasternak - withdraw motion 1
Yes: 33	Paul Ainslie, Ana Bailão, Jon Burnside, John Campbell, Christin Carmichael Greb, Shelley Carroll, Raymond Cho, Josh Colle, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Frank Di Giorgio, Sarah Doucette, Paula Fletcher, Mark Grimes, Michelle Holland, Stephen Holyday, Norman Kelly, Mike Layton, Chin Lee, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Denzil Minnan-Wong, Frances Nunziata (Chair), James Pasternak, Gord Perks, David Shiner, Michael Thompson, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 11	Maria Augimeri, Gary Crawford, Vincent Crisanti, John Filion, Mary Fragedakis, Jim Karygiannis, Joe Mihevc, Ron Moeser, Cesar Palacio, Anthony Perruzza, Jaye Robinson

*Motion to Adopt Item (Carried)***Vote** (Adopt Item)

May-04-2016 5:22 PM

Result: Carried	Majority Required - EX14.8 - Adopt the item
Yes: 34	Paul Ainslie, Ana Bailão, Jon Burnside, John Campbell, Christin Carmichael Greb, Shelley Carroll, Raymond Cho, Josh Colle, Joe Cressy, Janet Davis, Glenn De Baeremaeker, Justin J. Di Ciano, Frank Di Giorgio, Sarah Doucette, Paula Fletcher, Mark Grimes, Michelle Holland, Stephen Holyday, Norman Kelly, Mike Layton, Chin Lee, Giorgio Mammoliti, Josh Matlow, Pam McConnell, Mary-Margaret McMahon, Denzil Minnan-Wong, Frances Nunziata (Chair), Cesar Palacio, James Pasternak, Gord Perks, David Shiner, Michael Thompson, John Tory, Kristyn Wong-Tam
No: 0	
Absent: 10	Maria Augimeri, Gary Crawford, Vincent Crisanti, John Fillion, Mary Fragedakis, Jim Karygiannis, Joe Mihevc, Ron Moeser, Anthony Perruzza, Jaye Robinson

Point of Order by Councillor Pam McConnell

Councillor McConnell, rising on a Point of Order, stated that she wished to ask questions of staff about Councillor Pasternak's motion.

Ruling by Councillor Frances Nunziata

Speaker Nunziata accepted the Point of Order and ruled that no motion had yet been placed and that at the appropriate time Councillor McConnell could ask questions of the mover.

Executive Committee consideration on April 18, 2016

Source: Toronto City Clerk at www.toronto.ca/council



Toronto Community Benefits Network

www.communitybenefits.ca

Foundation Document

On Track to Opportunities: Objectives for an Eglinton – Scarborough Crosstown Line Community Benefits Agreement

May 22, 2013

Our Vision and Commitment

We envision Toronto as an inclusive, thriving city in which all residents have equitable opportunities to contribute to building healthy communities and a prospering economy.

We believe that a priority for a thriving and inclusive city is the continued expansion of transit infrastructure and neighbourhood improvement to meet the needs of all residents. Accessible transit is critical for the social, environmental and economic wellbeing of our city today and into the future.

The expansion of transit that is envisioned for Toronto will result in opportunities for good jobs. It is crucial that all Torontonians have access to economic opportunities stemming from infrastructure investments. As such, we believe that the diversity of the workers on the LRT project should reflect the diversity of residents of Toronto.

As members of Toronto's communities we commit to working in partnership with Metrolinx and all other partners on a Community Benefits Agreement that can advance our vision for an inclusive, accountable thriving City.

Eglinton – Scarborough Crosstown Line Community Benefits Agreement

Objectives

The Eglinton-Scarborough Crosstown Community Benefits Agreement (ESCCBA) is a legally binding agreement between Metrolinx and the Toronto Community Benefits Network (TCBN). The CBA is founded on a shared commitment by both parties to build and complete public infrastructure projects through an effective, efficient, transparent, fair and inclusive process that supports good jobs and prevailing industry standards.

The ESCCBA is geared to achieving five core objectives:

1. Provide equitable economic opportunities that promote economic inclusion for all Toronto residents.

The ESCCBA will develop, resource and implement an economic inclusion strategy to ensure that the diversity of the workers on the LRT project reflects the diversity of the residents of Toronto. This will reap benefits in long term careers and short-term jobs for all Toronto communities. Working in tandem with community-based organizations, labour and other partners, the ESCCBA will implement specific strategies, including targets, that expand opportunities among historically disadvantaged communities and equity seeking groups. Outreach strategies will be an important part of reaching groups which include: residents in low income neighbourhoods, including Priority Neighbourhoods; urban Aboriginal populations; within racialized and newcomer communities; and people with disabilities as well as youth and women who are disadvantaged.

Specific measures should include, but not be limited to:

- Specific targets and timetables in: pre-apprentice and apprenticeship programs, supply chain contracts and role of social enterprises, as well as construction jobs and ancillary positions;
- Initiatives that enhance job awareness (design and construction) for local residents in the communities along the transit lines;
- An inclusive training strategy within workplaces.

2. Contribute to the development of a system of training and workforce development programs that can enable economic inclusion.

The ESCCBA will help ensure that a skilled workforce is ready and available for the completion of infrastructure projects by tapping into the capacity of Toronto's diverse communities. The ESCCBA will contribute to the establishment of a shared framework for workforce development that ties together community based organizations, governments, colleges, training agencies, local unions professional societies and subcontractors involved in the trades, professions, and ancillary industries. By contributing to the capacity of the training and workforce development system to work in a coordinated and collaborative manner today, the ESCCBA will foster a long term commitment to workforce development through existing training delivery agencies and union training programs

Specific measures should include, but not be limited to:

- Resourcing the development of a shared framework of workforce development geared to Metrolinx opportunities;
- Recruitment, training and employment opportunities connected with the Metrolinx expansion must start with engineering and design work and include ancillary roles, in addition to access to jobs.

3. Support social enterprises and other related vehicles to economic inclusion through commitments to social procurement.

Social enterprises are businesses owned by non-profit organizations that are directly involved in the production and/or selling of goods, services and training for the blended purpose of generating income and achieving social, cultural, and/or environmental aims. The ESCCBA will be integral in fostering the establishment and successful growth of social enterprises affiliated with the LRT project.

Specific measures should include, but not be limited to:

- Social procurement policies that enable social enterprises to deliver catering, printing, security and post construction services and/or recruitment and training delivery, plus other services;
- Social procurement practices that encourage staging contracts so that smaller businesses can have access to tendering opportunities.

4. Contribute to neighbourhood improvements through building new transit infrastructure.

Most residents will experience long-term benefits thanks to physical improvements and street beautification as a result of new infrastructure, access to more transit options, diversification of local economies. The 57 acre site of the Maintenance and Storage Facility allows opportunities for Community Benefits as do lands acquired for time limited purposes such as works yards, clearance or tunnelling access points.

Specific measures should include, but not be limited to:

- The Maintenance and Storage Facility will be built to a high environmental standard and the former Kodak Employees Building preserved as a resource centre for jobs, training and social innovation. ESCCBA will commit parties to work with appropriate levels of government to mitigate gentrification along the line, and look for opportunities to build affordable housing.

5. Ensure clear commitments and accountability from all parties to deliver on the ESCCBA.

Metrolinx and TCBN will work with key stakeholders to finalize a strategy for operationalizing the ESCCBA. It will be built on the shared commitment by all parties to achieve the objectives of the ESCCBA within the context of successfully delivering on Metrolinx project deliverables. The ESCCBA will define the specific roles and responsibilities of Metrolinx and its subcontractors, labour/trades, and other key stakeholders in the Agreement.

Specific measures should include, but not be limited to:

- A monitoring process to be carried out by the Toronto Community Benefits Network and Metrolinx;
- Details of how and when signatory partners will be evaluated;
- Assignment of a lead person who will be responsible for the implementation of the CBA at each of the main project stakeholders;
- A resource strategy that enables the Agreement's five objectives to be achieved. April 27/28, and was adopted by the May 22 General Meeting of the TCBN.

Acknowledgement:

The original document was produced by Karen Lior and Patrick Rettig of the Toronto Workforce Innovation Group (TWIG). Subsequent revisions resulted from a 2-day workshop with community members, experts and key informants organized by the Toronto Community Benefits Network (TCBN).